

ROLE DESCRIPTION

Manager of Industries / Principal Industries Officer – Level 1

Cluster	Stronger Communities	
Department	Department of Communities and Justice	
Division/Branch/Unit	Corrective Services NSW / Corrections Industry and Capacity Group / Corrective Services Industries (CSI)	
Location	Sydney and Regional NSW	
Classification/Grade/Band	Manager of Industries / Principal Industries Officer Level 1	
Role Number	Various	
ANZSCO Code	TBA	
PCAT Code	TBA	
Date of Approval	23 January 2015	Ref:
Agency Website	www.dcj.nsw.gov.au	

Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.

Agency overview

The Department of Communities and Justice (DCJ) is the lead agency under the Stronger Communities Cluster. DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community. Stronger Communities is focussed on achieving safe, just, inclusive and resilient communities by providing services that are effective and responsive to community needs. For the first time, the creation of DCJ and Stronger Communities provides an opportunity to focus on prevention and early intervention across both the social welfare and justice systems.

Primary purpose of the role

Manage, plan, control and develop local business opportunities, manufacturing and/or facilities maintenance industry including service and educational activities at a medium sized correctional centre (employing 250 or more inmates) and a staffing compliment of 20 to 30, consistently delivering high quality, commercially viable products whilst providing education and vocational development opportunities for inmates.

Key accountabilities

- Provide leadership, planning, technical and commercial direction, support and coordination for the development of inmate work programs and CSI commercial or facilities maintenance operations at a large correctional centre to ensure achievement of CSI operational objectives.
- Provide high level technical and management advice on commercial, business administration or facilities maintenance issues, including procurement and contract management.

- Develop and manage business development and marketing or facilities maintenance strategies in accordance with the CSI business plans and the CSNSW direction.
- Appraise the performance of supervised staff and provide counsel and feedback to ensure organisational and personal development objectives are achieved.
- Manage inmate employment, education and vocational training across multiple environments, ensuring output and outcomes are met in accordance with the CSI Business Plan.
- Build relationships with key stakeholders, source local business opportunities and promote awareness of CSI capability and contribute to business growth.
- Manage the component of the budget of the work area the role is responsible for to ensure that resources are effectively allocated while meeting the operational objectives.

Key challenges

- Managing the competing demands of resource allocation whilst meeting the commercial expectations.
- Achieving commercial production and / or the centre facilities maintenance standards in the areas of quality and efficiency within a changing correctional environment in accordance with the CSI Quality Management Systems.
- Maintaining Duty of Care for staff, inmates and contractors, and ensure compliance with Work Place Health & Safety Act and relevant CSNSW and CSI policies, practices, procedures and probity requirements.

Key relationships

Who	Why
Internal	
General Manager	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions. • Ensuring the security and Work Health and Safety systems and processes are adhered to. • Liaise with in relation to all aspects of Inmate employment.
Operations Development Manager	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions. • Liaise with in relation to all aspects of commercial Industry operations. • Provision of timely and accurate information and reports as requested.
CSI/AEVTI Corporate, Commercial and Financial Managers	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions. • Provide regular updates on key projects, issues and priorities.
Customers	<ul style="list-style-type: none"> • Provision of goods and services, ensuring they meet quality standards and exceed customer expectations.
Centre Staff	<ul style="list-style-type: none"> • Ensure security and integrated program delivery expectations are met.
Work Team	<ul style="list-style-type: none"> • Provide direction and manage performance. • Review work and proposals of team members. • Obtain the work group perspective and share information.
External	

Who	Why
External and other Government clusters	<ul style="list-style-type: none"> Provision of goods and services, ensuring they meet quality standards and exceed customer expectations.
Customers and Suppliers	<ul style="list-style-type: none"> Monitor provision of service to ensure compliance with contracts and service agreements. Actively seek new business development opportunities.

Role dimensions

Decision making

- The role exercises a range of staff management and financial delegations, within the provisions of the Delegations Manual, CSNSW policies and procedures, Public Sector wide policies and procedures and relevant legislation.
- The role has substantial autonomy in the day to day decisions concerning the management and operation of the CSI industries under its operational control.

Reporting line

The role reports professionally and technically to the CSI Operations Development Manager and operationally (in relation to custodial and security matters) to the General Manager, Correctional Centre.

Direct reports

Manager/s Business Units, Senior Overseers, Overseers, Senior Correctional Education Officers and / or Correctional Education Officers report to this position.

Budget/Expenditure

\$5,000

Essential requirements

- Current driver’s licence and preparedness to drive a vehicle in the course of performing the role.
- Relevant tertiary or trade qualifications.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

- National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
- Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific



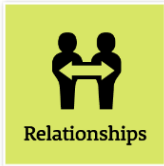
capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.




The capabilities are separated into **focus capabilities** and **complementary capabilities**.



Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p>Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
 <p>Personal Attributes</p>	<p>Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning</p>	<ul style="list-style-type: none"> • Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation 	Adept
 <p>Relationships</p>	<p>Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints 	Advanced

		<ul style="list-style-type: none"> • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	
 <p>Relationships</p>	<p>Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> • Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced
 <p>Results</p>	<p>Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced
 <p>Results</p>	<p>Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> • Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team and unit goals, strategies and plans 	Adept

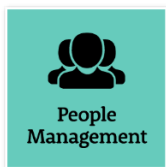
		<ul style="list-style-type: none"> • Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust future plans accordingly 	
 <p>Business Enablers</p>	<p>Finance Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner 	Advanced
 <p>Business Enablers</p>	<p>Project Management Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects 	Adept



Manage and Develop People
Engage and motivate staff, and develop capability and potential in others

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Advanced



Optimise Business Outcomes
Manage people and resources effectively to achieve public value

- Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals
- Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences
- Encourage team members to take calculated risks to support innovation and improvement
- Align systems and processes to encourage improved performance and outcomes






Advanced

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role is not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES

Capability Group/Sets	Capability Name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept